

**A STUDY ON EFFECTIVENESS ON RECRUITMENT PROCESS IN
SUTHERLAND GLOBAL SERVICES LIMITED**

BY
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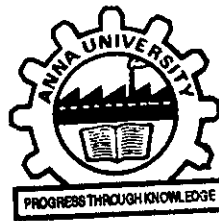
A PROJECT REPORT

Submitted to the

FACULTY OF MANAGEMENT SCIENCES

in partial fulfillment for the award of the degree
of

MASTER OF BUSINESS ADMINISTRATION



**Centre for Distance education
Anna University Chennai
Chennai – 600 025**

August – 2009

CERTIFICATE

BONAFIDE CERTIFICATE

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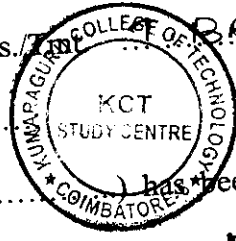
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With Regards

Sutherland Global Service Limited

DECLARATION

DECLARATION

We do hereby declare that the Project Work Entitled
**“A STUDY ON EFFECTIVENESS OF RECRUITMENT PROCESS IN
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ACKNOWLEDGEMENT

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We first and foremost thank the Lord Almighty for giving us grace and knowledge to complete this project work successfully.

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T. BABITHA

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CHAPTER I

INTRODUCTION

1.1 Broad area of the study

1.1.1. Human resources management

HR management practices are good then the organization will be 'Effective' and 'Effectiveness'. 'Effectiveness' is reflected by the success in goal achievement. 'Efficiency' on the other hand is reflected by its ability to achieve the output with very little inputs or resources. HR management is concerned with practices involved in the acquisition, development, motivations and maintenance of the people. This is important to achieve the organizational goal.

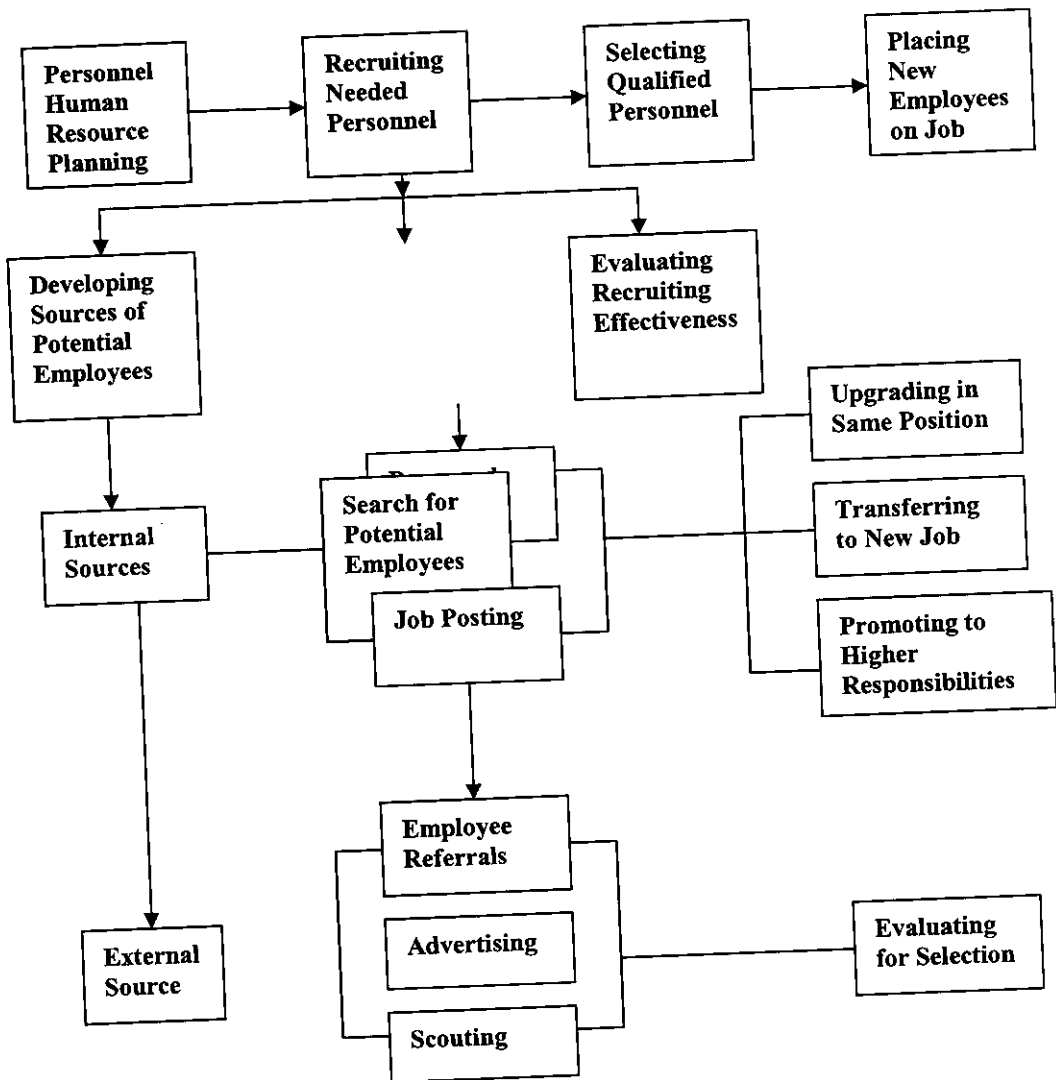
1.1.2. HR Managers

HR Managers are involves in the process of organizing, developing, motivation and maintaining the HR in the organization. Acquisition implies a lead to put the right people on the right job. It therefore emplasizes the need to select the right person as well as to define jobs completely. Developing indicates the need to hone the skills of employees in order to enable them to perform well on their job. Motivation is concerned with sustaining the level of performance of each and every employee in the organization. Organizations are reatiring that this task is perhaps of prime concern.

The HR planning is the preliminary step of recruitment process. It is the process by which an organization should move from its current manpower position to its desired manpower position. It may be viewed as for seeing the human resource requirements of an organization an its feature supply making necessary adjustments between the two organizational plans and also foreseeing the possibility of developing the supply of human resources in order to match it with the requirements by introducing necessary changes in the functions of HR.

1.1.3. HR Professional in BPO

- ❖ **Brand equity:** People still consider BPO to be “low brow”, thus making it difficult to attract the best talent.
- ❖ **Standard pre-job training:** Again, due to the wide variety of the jobs, lack of general clarity on skill sets, etc, there is no standard curriculum, which could be designed and followed.
- ❖ **Benchmarks:** There are hardly any benchmarks for compensation and benefits, performance or HR policies. Everyone is charting their own course.
- ❖ **Customer-companies** tend to demand better results from outsourcing partners than what they could actually expect from their own departments. “When the job is being done 10,000 miles away, demands on parameters such as quality, turn around timeliness, information security, business continuity and disaster recovery, etc, are far higher than at home.
- ❖ **Lack of focused training and certifications**
- ❖ **Given this background,** the recruiting and compensation challenges of HR departments are only understandable.



1.2 About The Study

Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidate. It is the next step in the procurement function, the first being the manpower planning. Recruitment makes it possible to acquire the number and types of people necessary to ensure the continued operation of the organization. Recruiting is the discovering of potential applicants for actual or anticipated organization vacancies. In other words, it is a 'linking activity' bringing together those with jobs and those seeking jobs.

Companies are now looking out for new ways of giving themselves a competitive advantage. New product, new image & new marketing idea are some of the ways this can be achieved but enlightened and successful companies look towards their people to provide the leading edge. Herein lies the importance of recruitment and staffing- getting the right people for right job. People are the biggest assets in any organization and it becomes vitally important that this asset is properly selected and placed in the right place at the right time. These assets must be properly nurtured and their efforts to be harnessed so as to obtain maximum productivity. Recruitment is an important aspect in their regard. Thus, in this context it becomes important to make an empirical study on the effectiveness of the recruitment process. Henceforth the process of recruitment is viewed with utmost attention and a study in this aspect is carried out.

1.2.1. Recruitment- Definition

Recruitment is defined as the process of searching prospective workers and stimulating them to apply for jobs in the organization. It is a prospecting job where organizations make search for prospective employees. However in practice employees too seek out organizations just as organizations seek out for prospective employees.

Therefore, the job of recruitment is based on the mating theory, where the success of both the parties is critically dependant on timing. Unless the two searches synchronize, conditions are not ripe for recruitment to succeed. The following are the various sources of recruitment.

INTERNAL SOURCE

- ❖ Internal promotions

EXTERNAL SOURCE

- ❖ Advertisement in newspapers
- ❖ Referrals
- ❖ Campus recruitment
- ❖ Online recruiting
- ❖ Casual job seekers
- ❖ Consultants
- ❖ Job fairs

1.2.2. Recruitment Sources

Advertisement

A common method of recruitment is advertising. Advertising media can range from the typical classified newspaper ad to very complex and glitzy campaign on radio or television. Major approaches to advertising include newspapers, radio, television, direct mail, magazines and directories.

Compilation of the Advertisement

The advertisement should be designed to ensure that:

- ❖ It attracts suitable candidates only;
- ❖ It enhances the public image of the organization;
- ❖ It reaches appropriate candidates as economically as possible.

It must be based on the facts detailed in the job description and the person specification. A poor advertisement may attract the wrong type of candidate and distort the number of applications received i.e. either too few or too many. The advertisement should be non-discriminatory and should avoid any gender or culturally specific language. There are certain exceptions to this where the legislation allows an employer to

confine a job to a man, or a woman, where sex is a genuine occupational qualification. The organization should include in the advertisement its statement of commitment to equal opportunities. The actual advertisement should be brief and written using a minimalist style as the cost of advertising is extremely high. The detail about the job should be included in the Further Particulars about the post issued to all potential applicants. Human Resources will provide advice on the content of the advertisement, the collation of copy, the placement of the advertisement and the associated administration.

Referrals

A frequently used source of recruitment is referrals by current employees. This internal approach to recruiting involves employee participation and is also a low-cost means of recruiting. This may be a good way to get people whose reference is vouched for by known and trusted employees. But it has its downside in that employees will sometimes blindly forward their friend's names for a post that they are not suitable for.

For effective employee referrals it is essential to communicate clearly to the employees concerning the types of employees needed including position opening, qualifications and time frames. Be careful to use referral with other recruitment sources and take steps to ensure that the actual selection of individuals is done using valid and standardized procedures so as to reduce chances of favoritism. But for a new organization that is into massive recruitment, it is essential to remember that referrals should be used only as a supplementary recruitment source albeit an important one since word-of-mouth canvassing such as this will reflect on the company image amongst the public and it should be done in a sensitive and honest way.

Campus recruitment

Campus recruitment becomes a critical source because it provides the management personnel that will shape the future direction of the organization. These graduates will be malleable and can be shaped to fit in with the company culture more easily than more experienced people from organizations.

Some guidelines for improving campus recruitment process are given below

- ❖ Identify those institutions from where student who are suited to the organization's needs can be found and improve the relationship with such institutions.
- ❖ Recruiters need to be carefully trained in planning and conducting effective interviews for gauging the potential of the students rather than only judging mark based performance.
- ❖ Use resume databases to aid in the search for viable candidates. Candidates can be short-listed on the basis of these databases and then called for further interviews.

Consultants

This is a good source but it is more expensive option especially for a company that is into mass recruitment. The advantage is that the agency will take care of the initial recruitment stage and this gives the HR department of the company more free time to concentrate on other important matters. A disadvantage is that if the company has a contract with many agencies, then there is more possibility of duplication.

Casual jobseekers

Casual jobseekers are those who send their resumes without being prompted, those who walk in for interview. It is essential to be very polite at the same time frank to such candidates for being rude can ensure that such candidates can spread the wrong image of the company. Frankness is also essential since the candidates should not be given unrealistic expectations for it is not fair to do so and the company's image as a value-based company is at stake.

1.2.3. Recruitment Process

The process can be separated into three components:

- ❖ The process starts with job planning, which among other things involves analysis of the present and future needs for personnel with different kinds of competence and for different tasks. This first component of the process may result in a decision to prepare for new jobs and announce job opportunities.

- ❖ In the second step of the search process after a vacancy has been defined on the basis of job planning, the employer has to make his choice between alternate ways to spread and formulate information about the vacant position. He can, for example choose between different ways to formulate the information about what experience and personal abilities of the potential employee, etc.,
- ❖ The third and final search decision confronting the employer is to determine which one of the applicants to hire for the job opening.

Basically, employers' decisions regarding the use of different search channels and judgments regarding the suitability of job applicant relate to the problems of asymmetric information; job applicants have more knowledge of their capabilities than the prospective employers do. The interaction of productivity difference among job applicants and employers' uncertainty as regards the productive capabilities of individuals may explain decisions taken by the employers both in steps two and three of the recruitment process..

Hiring is a decision under uncertainty in the sense that the productivity of job applicants is not directly observable. Therefore the employers are interested in obtaining information that can serve as good statistic for applicant's job capabilities. The probability that a job seeker and employer shall find each other and that an agreement about employment shall be reached, depends on the behaviour of both agent and on their characteristics. In the traditional search theory regarding value of his/her lifetime income, the reservation wage is important for the probability that a person shall get a job within a given period of time and thereby for the expected length of the unemployment spell.

In a corresponding way, the concept of reservation productivity can be used for employers' recruitment of personnel. The assumption regarding employers is that they try to maximize their profit by employing persons with a value of their expected marginal product that is higher than or equal to their expected total wage or cost. Everything else being equal higher requirements put on the process to be employed mean

lower probability to find competent job seekers and longer expected vacancy durations. Efforts to maximize income and profit also influence their choice of search channels. A job seeker can be assumed to have higher probability to find a job soon, when actively using several different search channels and an employer can be assumed to rise that planning in general is significant. The efficient utilization of organizational resources- human, capital and technological does not just happen without the continual estimation of future requirement.

Recruitment has always been a never-ending process in the organization scenario. Significant transitions have been brought in the long run of recruitment but the major concentration has always been engaging persons in employment and the initial setup for this. Recruitment is followed in the all-different sector, be it manufacturing concern or a service sector. Recruitment is not just confined to its sense it covers the aspects from selection to training. Despite the usage of various terminologies describing each step of the recruitment process, it is a chain link where the start is not distinct.

Recruitment involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. Recruitment system can be subdivided into 4 major sub systems.

- ❖ Finding out and developing sources
- ❖ Developing techniques to attract candidates
- ❖ Employing the techniques
- ❖ Stimulating the candidates and making for apply for jobs. Recruitment aims at increasing the number of applicants. Though the function of recruitment seems to be easy a number of factors make performance of recruitment a complex one.

1.3. Statement of the problem

Manpower is the main resource of the company, therefore the company need to know the critical areas where they can implement improvement so as to get the right candidates at the right time. Hence the present study analyzes the drawbacks found in the present recruiting process and also suggests significant measures to improve the business volume.

1.4. Scope of the Study

To the Company:

This study helps the company to understand more on the drawbacks of the current recruitment system and work on enabling a proper recruitment strategy that can be followed for all kinds of candidates.

To the researcher:

The study educates the researcher how effectively a recruitment process can be followed and brings out the awareness on the different recruitment strategies followed at various occasions.

1.5. Objectives of the Study

- ❖ To identify the source through which candidates are successfully selected
- ❖ To identify the sources of recruitment preferred by the company and reason for the same
- ❖ To study the effectiveness of recruitment strategy

1.6. Limitations of the study

Since the project is of qualitative nature there was the participant's bias in some cases. Some information cannot be accessed due to its confidential nature. The study was centered only in the Center1 of HCL Technologies BPO Services Ltd which is in Ethiraj Salai-Chennai.(There are 3 centers in Chennai).The HCL BPO branch in Chennai was launched in Chennai only 8 months ago, therefore sufficient data was not possible to collect. Data may not be accurate due to bias while responding.

CHAPTER-II

THEORITICAL ORIENTATION

2.1. BPO (BUSINESS PROCESS OUTSOURCING):

“Delegation of one or more business process to an external provider who, in turn, owns, administers, and manages the selected process (es) [together with the IT system that support it], based upon defined and measurable performance” – Gartner

BPO Industry in India

Business process outsourcing (BPO) is a broad term referring to outsourcing in all fields. A BPO differentiates itself by either putting in new technology or applying existing technology in a new way to improve a process. Business Process Outsourcing (BPO) is the delegation of one or more IT-intensive business processes to an external provider that in turn owns administers and manages the selected process based on defined and measurable performance criteria. Business Process Outsourcing (BPO) is one of the fastest growing segments of the Information Technology Enabled Services (ITES) industry.

Few of the motivation factors as to why BPO is gaining ground are

- ❖ Economy of Scale
- ❖ Business Risk Mitigation
- ❖ Superior Competency
- ❖ Utilization Improvement

2.2. Different Types of Services Being Offered By BPO's

❖ Customer Support Services

Our customer service offerings create a virtual customer service center to manage customer concerns and queries through multiple channels including voice, e-mail and chat on a 24/7 and 365 days basis.

❖ Technical Support Services

Our technical support offerings include round-the-clock technical support and problem resolution for OEM customers and computer hardware, software, peripherals and Internet infrastructure manufacturing companies. These include installation and product support, up & running support, troubleshooting and Usage support.

❖ Telemarketing Services

Our telesales and telemarketing outsourcing services target interaction with potential customers for 'prospecting' like either for generating interest in products and services, or to up-sell / promote and cross sell to an existing customer base or to complete the sales process online.

❖ Employee IT Help-desk Services

Our employee IT help-desk services provide technical problem resolution and support for corporate employees

❖ Insurance Processing

Our insurance processing services provide specialized solutions to the insurance sector and support critical business processes applicable to the industry right from new business acquisition to policy maintenance to claims processing.

❖ Data Entry Services / Data Processing Services

Service Example

- Data entry from Paper/Books with highest accuracy and fast turn around time (TAT)
- Data entry from Image file in any format
- Business Transaction Data entry like sales / purchase / payroll.
- Data entry of E-Books / Electronic Books
- Data Entry : Yellow Pages / White Pages Keying
- Data Entry and compilation from Web site
- Data Capture / Collection
- Business Card Data Entry into any Format
- Data Entry from hardcopy/Printed Material into text or required format
- Data Entry into Software Program and application
- Receipt and Bill Data Entry
- Catalog Data Entry.
- Data Entry for Mailing List/Mailing Label.
- Manuscripting typing in to word
- Taped Transcription in to word.
- Copy, Paste, Editing, Sorting, Indexing Data into required format etc.

❖ Data Conversion Services

Service Example:

- Conversion of data across various databases on different platforms
- Data Conversion via Input / Output for various media.
- Data Conversion for databases, word processors, spreadsheets, and many other standard and custom-made software packages as per requirement.
- Conversion from Page maker to PDF format.
- Conversion from Ms-Word to HTML format
- Conversion from Text to Word Perfect.

- Conversion from Text to Word to HTML and Acrobat
- Convert Raw Data into required MS Office formats.
- Text to PDF and PDF to Word / Text / Doc
- Data Compilation in PDF from Several Sources.
- E-Book Conversion etc.

❖ Scanning, OCR with Editing & Indexing Services

Service Example:

- High speed Image-Scanning and Data capture services
- High speed large volume scanning
- OCR Data From Scanned page / image
- Scan & OCR paper Book in to CD.

❖ Book Keeping and Accounting Services

Service Example

- General Ledger
- Accounts Receivables and Accounts Payable
- Financial Statements
- Bank Reconciliation
- Assets / Equipment Ledgers etc.

❖ Form Processing Services

Service Example

- Insurance claim form
- Medical Form / Medical billing
- Online Form Processing
- Payroll Processing etc.

❖ Internet / Online / Web Research

Service Example

- Internet Search, Product Research, Market Research, Survey, Analysis.
- Web and Mailing list research etc.

Key To success

The key to success in ramping up talent in a BPO environment is a rapid training module. The training component has to be seen as an important sub-process, requiring constant re-engineering.

Business Process Outsourcing: The Top Rankers

WNS has emerged as the top BPO in India, pushing Wipro Spectramind to the second position, according to a survey done by NASSCOM. The basis of ranking is the revenues generated by the BPO companies, as per US GAAP. A list of top fifteen BPO companies in India is given below.

- WNS Group
- Wipro Spectramind
- HCL Technologies
- Daksh e-Services
- Convergys
- Zenta
- ICICI One source
- MphasiS
- EXL
- Tracmail
- GTL Ltd.

2.3 BPO Status

Research and Markets (<http://www.researchandmarkets.com/reports/c82225>) has announced the addition of Top Recruitment Process Outsourcing Vendors, Black Book Survey 2007 Results to their offering.

End-To-End RPO Service Rankings and Results includes Four Areas of Performance

- RECRUITMENT PROCESS RE-ENGINEERING
- FULL CYCLE RECRUITING
- THIRD PARTY PROVIDER SERVICE MANAGEMENT
- TECHNOLOGY & DATA MANAGEMENT

DUBLIN,
Ireland --

"Talent Fusion offered Wheelabrator a significant improvement in customer satisfaction," said Clay Campini, VP of Human Resources for Wheelabrator. "We have been very pleased with the recruiting results and overall cost of the Talent Fusion program"

BOSTON-----

Recruitment Process Outsourcing (RPO) is growing rapidly and has the potential to be a multi-billion dollar market, taking advantage of the trend towards single process deals in human resources outsourcing. This is according to the latest report by independent market analysis firm Datamonitor. The report "Opportunities for recruitment process outsourcing in a changing HRO market"

M2 PRESSWIRE-8 July 2008-DATAMONITOR----

Outsourcing helps the organisation to achieve higher levels of value creation for the final customer. Drivers of outsourcing emanate from organisational initiatives, improvement focus, financial and cost objectives, or growth objectives. A wide range of core and non-core critical business processes are increasingly being outsourced covering a large spectrum of sectors and operations, enabling host organisations to gain access to world-class capabilities.

Janardan Vaidyanathan, National Institute of Industrial Engineering,

Mumbai, India----

2.4 BPO Function

The BPO across Functions section of BPO in provides a listing of WWW resources for BPO in various. BPO in is the home of business process outsourcing. Business Process Outsourcing ("BPO") is best defined as: Contracting with an external organization to take primary responsibility for providing a business process or function.

Managers have expressed differences of opinion about the risks and rewards of outsourcing companies' human resource activities, including the entire business process. This paper reviews the literature to date and studies the example of one of the earliest cases of outsourcing an HR business process, when EDS took on the responsibility for Canadian Imperial Bank of Commerce. With the offloading of functions such as payroll and recruitment, a company's HR department can therefore concentrate on strategy and become a facilitator for change. The paper concludes with lessons that managers can apply when considering the outsourcing of HR functions.

David W.conklin----

The weights that are used in building the ANNs are not available to the user. On the other hand, the software used to build the ANNs carries out a sensitivity analysis by perturbing the values of each of the variables and measuring the resultant impact on the accuracy of the prediction. Based on this sensitivity analysis, the relative importance of each of the variables used in the model is calculated and presented. Two of

the five most important variables happen to be behavioural variables namely privilege leave used and late arrival at the office.

Vasanthi Srinivasan---

The idea of Legal Process Outsourcing is provocative. For it to be a sustainable industry it will require not only regulation of ethical considerations, but also a change in legal culture. In the legal industry, it will force lawyers to look not only at quality of justice, but the speed with which it is produced. It will challenge and reinvent the standard ethical culture that often develops largely based on face-to-face interaction between lawyers. The commodization of the legal industry is not something easily reconciled in public opinion, although it has existed and been developing undetected for sometime. On the other side of the Atlantic, the U.K. has recently passed the Legal Service Bill, which allows the creation of Alternative Business Structures. These structures, according to a summary of the Bill, "will enable lawyers and non-lawyers to work together on an equal footing to deliver legal and other services." The ramifications of this bill will be a further commodization of the British legal industry.

- BPO still has the potential to be a much larger market than IT outsourcing but it has so far failed to reach similar levels of contract activity on a consistent basis.
- Leading BPO contracts decreased by 18% in average value
- BPO activity in the government and financial services sectors are still at the top of the BPO league table globally, accounting for 56% of BPO contract value awarded in the period ending June 2006 compared to 66% of BPO contract value in the period ending June 2005.
- The manufacturing and retail sectors have jumped considerably in their use of outsourcing.
- In addition, healthcare BPO activity has continued to grow strongly and now accounts for 6% of BPO contract value globally.
- The high level of interest in HR outsourcing can be expected to continue in both the manufacturing and retail sectors. Companies keep a close watch on sources of

competitive advantage within their major competitors and if other consumer goods, appliance manufacturers, and chemical companies perceive that the above companies have achieved either significant cost savings or improved workforce management through these contracts, then they are highly likely to outsource their own HR functions

NELSONHALL RESEARCH---

16th JULY 2006.

Small number raised above the line, like this - which guides readers to the cited source at the bottom of the page. Sometimes the source that is signaled by a superscript is not displayed at the bottom on the page but, rather, it is located in a numbered bibliographic list at the end of the current chapter or at the end of the entire document. There are several options for adding informative material. One is to place the added comments in parentheses within the body of the writing. (Such a note then looks like this, which does, indeed, interrupt the flow, but the parentheses show the reader that the inserted comment is simply an aside.) Another popular practice is to cast the addition as a footnote at the bottom of the page, signaled by a superscript. Or else the insertion can be an end-note in a listing of such notes at the close of the chapter or at the end of the thesis or dissertation.

Raleigh Walter---

AUGUST 1999

They outsource finance and accounting because others are doing it," adds Lepeak, "and yet they lack comparative metrics like 'how many payables are processed per accounts payable clerk' or the 'spend per purchasing agent' to compare against industry and BPO benchmarks. A governance team comprised of individuals from both companies meets regularly to review performance against the benchmarks. Every BPO engagement begins with the premise that another company can perform a certain business process better than you can. Unfortunately, proving the premise is often left to the wind. "There's an age-old maxim: If you automate a mess, it's still a mess," says John

McCarthy, group director of research at Forrester. "Same applies to BPO. I've seen all this external due diligence where every vendor known to man is analyzed in 100-page RFPs, and consultants are hired for tens of thousands of dollars, when all the company really needed to do was take a good look in the mirror.

RUSSBUNHAM---

September 3, 2003

According to independent research, HRO is the fastest growing segment of business process outsourcing. Most companies with sizable HR operations are either considering HRO or have adopted the model either wholly or in part. Once primarily focused on larger companies, HRO is now being tailored to companies of all sizes and is expanding to include all HR disciplines, from talent management and learning to the development and management of HR systems. Competitive pressures, economic uncertainty and challenges to revenue growth and profitability are placing greater demands on businesses to control costs and deliver bottom line savings. As companies look for opportunities to improve their bottom line, reducing the cost of indirect goods and services (often % of a company's total spending) has gained significant popularity.

PILLSBURY'S GLOBLE SOURCING PRACTICE

17 JULY 2008

Information technology (IT) applications to support group decision processes have been of considerable interest the Over years. With the emergence of virtual team arrangements and the advent of emerging information and networking technologies, an increasing amount of attention is now being aimed at understanding collaboration among group members, as they make decisions to accomplish tasks. Effective and efficient collaboration is critical from a decision quality and decision timeliness standpoint. Commonly known as collaborative information technologies (CITs), many technology solutions have the capability to enhance collaboration and facilitate group decisions in task accomplishment by enabling better communication,

sharing of information, ideas, expertise and evaluating alternatives, irrespective of time and distance barriers. Many studies have investigated such individual CIT solutions in different regional settings. However, despite the fact that no single medium can support collaboration in different types of tasks, there is a scarcity of research investigating the adoption and use of multiple CIT options across regions. This paper builds upon innovation diffusion theory and tests a research model to validate five antecedents of collective adoption and use of seven CITs in the US, Australia, and Hong Kong. Sub-sample analyses of data collected from 344 organizations in these three regions suggest that not only do adoption and use patterns of some CIT solutions vary across regions but so do the antecedents that explain their proliferation.

BAJWA .D, PERVAN
6th JUNE 2007

2.5 BPO Recruitment

Strengthening IT talent levels should be an explicit goal for forward-thinking organizations. The IT function and its human resource partner should establish a talent sourcing strategy to best enable an effective and efficient approach for recruiting the talent necessary for future success. That success is increasingly reliant on obtaining top IT talent, not just software and hardware assets, which have become more ubiquitous found in large quantities everywhere. This English word means "All over the Place". Recruitment outsourcing is an emerging approach that can enable an IT organization to establish a strategic recruitment partnership to better achieve their critical talent acquisition goals.

STEVEN LANDBERG ---

JAN 1 2007

With jobs pouring in here in India. We have launched this group that will bring all Recruitment Managers / Recruiters / and similar professionals to one platform. We intend to aggressively increase membership of this group and make it as largest platform to share ideas and strategies for recruitment. We also invite E Recruitment

Specialists / Client Servicing Managers, Recruiters from RPO, Recruiter from any leading MNCs, HR professionals with interest for recruitment or individuals from Internet Market Research, SEO experiences. Other industry professionals or students who can breeze through the internet and rate themselves as computer savvy with excellent English comprehension and reading skills with aim to enter recruitment industry are also invited to be member of the group. With other activities, we will help you win you a career in International Recruitment. We do have job openings as well with possibility to work in the UK/US.

Hikers invariably end up with gear they do not need or have need for gear they cannot justify buying. This group enables hikers to swap, sell, or give away gear. As a spin-off of BackpackGearTest.org, this gear may have been acquired while doing gear tests or as independent purchases. We encourage group members to promote interest in hiking and backpacking by donating used or unwanted gear to organizations that make the equipment available to people who are unable to afford their own. We also encourage members who are selling gear acquired through the testing process to donate the proceeds (or a percentage thereof) back to BackpackGearTest.org to ensure the continuing operation of the group. Contact Jerry Goller at chiefmoderator@backpackgeartest.org for more information.

TAMAF KERIA & SAN GEORGE
JUNE 2006

Group is created to announce about jobs in the arabic world especially in the gulf countries including :- Kingdom of Saudi Arabia (KSA) - United Arab Emirates (UAE) - Kuwait - Qatar - Bahrain - Oman - Iraq in different categories of jobs and careers including IT - Computer - Software - Hardware - Internet - Medicine - Pharmacy - Accounting - Finance - Sales - Marketing - Translation - Education - Publishing - Distribution and so on. All graduates, employees and job seekers are invited to join this group to find suitable full-time or part-time jobs and opportunities for them depending on their background , study and experience. All companies & employers are invited to subscribe this group and declare about their available job vacancies. The sources of jobs

will be from Arabic Newspapers - Magazines - Companies Declarations - Our Subscribed Companies - Our Joined Members and Other Job Groups. We can help each other in learning how to write a good CV or Resume and How to act in interviews and a lot of presentation and communication skills like Quick Reading - Technical Writing - Good Listening - Excellent Speaking - CV - Interview - Tests - Exams - Job Search Methods - Certificates - IQ and other general skills. The Idea of this group is built upon the cooperation between its members and exchanging job, career ,and recruitment information among us so that we can help ourselves in finding suitable and good jobs and solve the the problem of unemployment. This group is created by An Arabic Software Engineer

CHAPTER III

METHODOLOGY

3.1. Locality of the Study

The study was undertaken among the employee of SUTHERLAND GLOBAL SERVICES LIMITED, CHENNAI.

3.2. Types of research design

In this study the types of Research Design is Descriptive in nature.

3.3 Type of Sampling Design

The type of sampling design is random and the type of sampling technique is simple random technique

3.4 Sampling Design

The term sample involved as the Population of the Employees of BPO. The target population is the managers of HR in SUTHERLAND GLOBAL SERVICES LIMITED. Sample size was 100. And the nature of sample unit is the HR managers.

3.5 Sources of Data:

PRIMARY DATA

Primary data was collected through survey and personal interview. A structured questionnaire was prepared to collect relevant primary data from employees and customers

SECONDARY DATA:

Secondary data was collected from various published books, journals, company web sites and company.

3.6 Tools of Data Collection

The primary data collected through a questionnaire schedule. The secondary data is collected through books, journals, magazing and through net.

3.7 Statistical Tools Applied

The methods followed for the analysis and interpretation of data with the help of percentage, weighted average method, pie chart and table.

3.8 Period of Study

The period of the study taken during the January2009 to the march 2009.

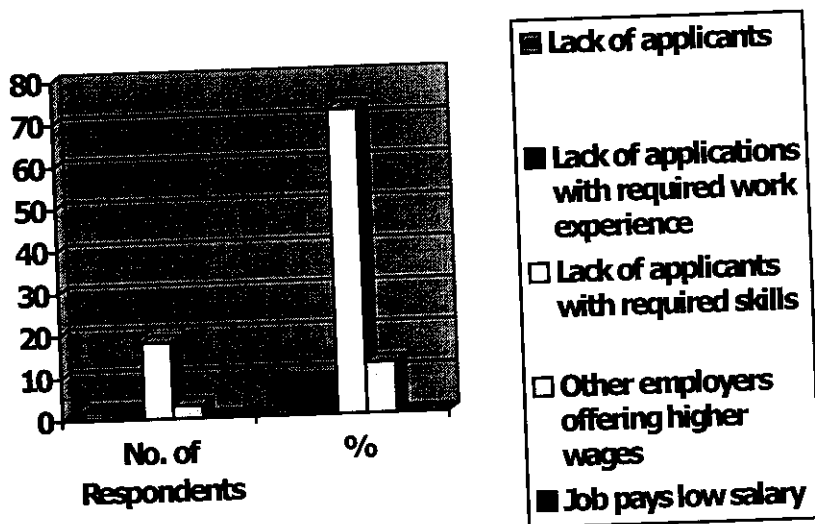
CHAPTER IV

ANALYSIS AND INTERPRETATIONS

TABLE 4.1

THE FACTORS THAT HAVE CAUSED RECRUITMENT DIFFICULTIES

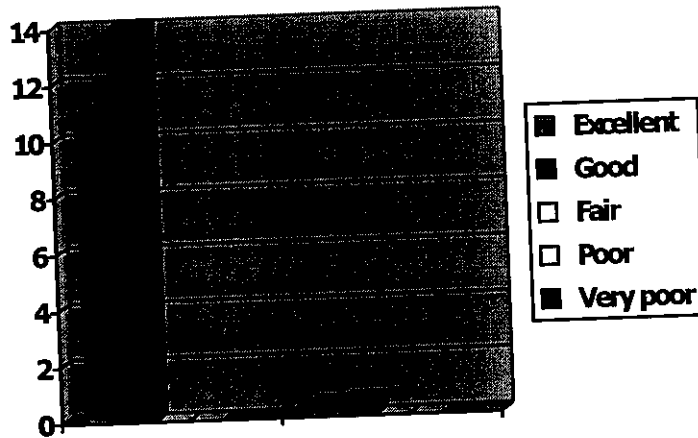
S.No.	Factors	No. of Respondents	%
1	Lack of applicants	8	8
2	Lack of applications with required work experience	8	8
3	Lack of applicants with required skills	72	72
4	Other employers offering higher wages	12	12
5	Job pays low salary	0	0
	Total	100	100



The above figure shows that 8% of the respondents feel that lack of applicant is the cause of recruitment difficulties. 8% of the respondents feel that lack of applications with required work experience is the reason for recruitment difficulties. 72% of the respondents tell that lack of applicants with required skill is the major factor for recruitment difficulties. 12% of the respondents tell that other employers offering higher pay is the reason for recruitment difficult.

TABLE- 4.2
THE EFFECTIVENESS OF TRAINING GIVEN TO RECRUITER

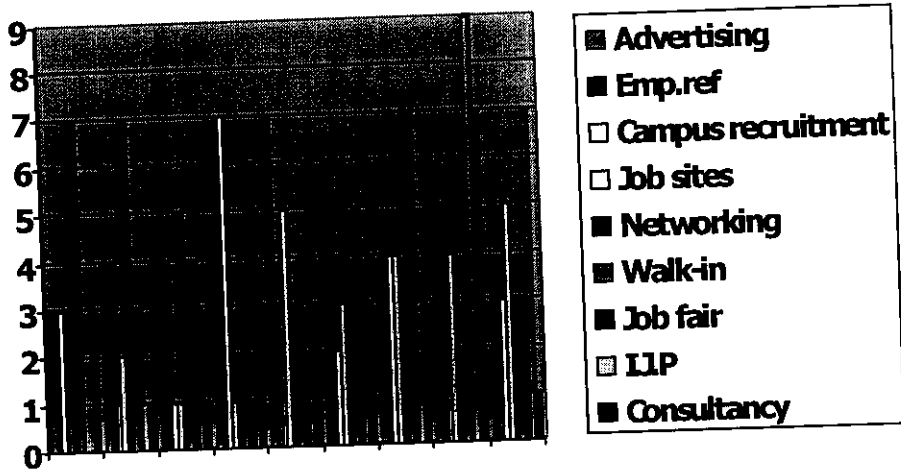
S.No.	Effectiveness	No.of respondents	Percentage
1	Excellent	44	44%
2	Good	56	56%
3	Fair	0	0%
4	Poor	0	0%
5	Very poor	0	0%
	Total	100	100%



The above table shows 44% of the respondents tell that the training given to them is very effective. 56% of the respondents tell that the training given to them is good. Majority of the respondents tell that the training given to them to recruit candidates is good.

TABLE 4.3
RECRUITMENT SOURCES PREFERRED BY THE RECRUITERS.

No	Source										Total No of Respondents	Total Weighted Average	Weighted Average	Rank
		1	2	3	4	5	6	7	8	9				
1	Advertising	3	4	3	2	7	3		2	1	25	109	4.36	3
2	Emp.ref	1	4	4	5		6	3	2		25	114	4.56	4
3	Campus recruitment	3	1	1	7	3	2	4	1	3	25	126	5.04	5
4	Job sites		2	1	1	5	3	4	4	5	25	159	6.36	8
5	Networking	7	7	5	2	2	1	2			25	74	2.96	1
6	Walk-in	7	3	4	3	3			2	3	25	95	3.8	2
7	Job fair		3	4	1	2	5	7	1	2	25	137	5.48	7
8	I.J.P		1	3			2	3	9	7	25	179	7.16	9
9	Consultancy	3	1	1	4	3	3	2	7	1	25	136	5.44	6



Majority of respondents have ranked networking as a major source of recruitment. Walk-in interviews comes next with advertisement ranked third. Recruiters feel that I.J.P (internal job positioning) is not a right source of recruiting candidates.

TABLE .4.4
THE JOB SITES PREFERRED BY THE RECRUITERS

S.No	Job sites	1	2	3	4	Total No. of Respondents	Total Weighted Average	Weighted Average	Rank
1	Naukri	24	1			25	26	1.04	1
2	Monster	1	3	12	9	25	79	3.16	4
3	Times jobs		10	7	8	25	73	2.92	3
4	Jobs ahead		11	6	8	25	72	2.88	2

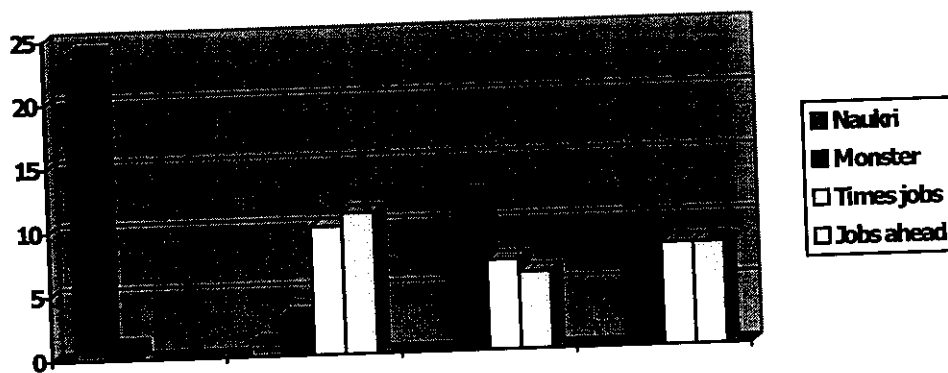
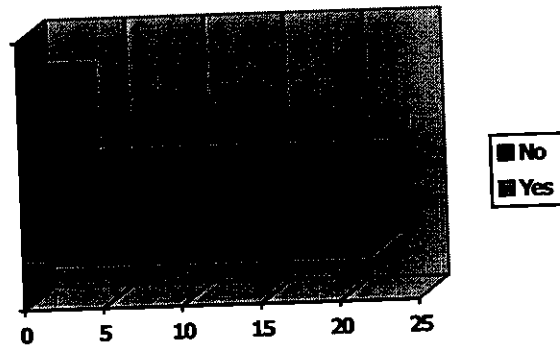


TABLE- 4.5
RECRUITERS TELL THE CANDIDATES ABOUT THE COMPENSATION
DURING INTERVIEW.

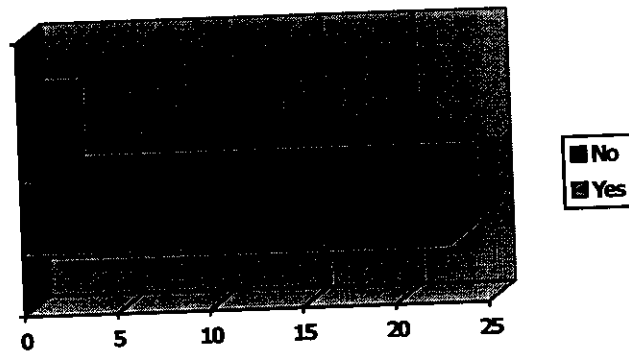
S.No	Option	No. of Respondents	Percentage
1	Yes	88	88%
2	No	12	12%
	Total	100	100%



The above table shows 88% of the respondents tell that they tell the candidates about the compensation during the interview process 12% of the respondents tell that they don't tell the candidates about the compensation during interview process. Majority of the respondents have told that they tell the candidates about the compensation during the interview process

TABLE 4.6
CANDIDATES ARE INFORMED ABOUT THE CAREER PATH AND GROWTH
DURING INTERVIEW.

S.No	Option	No. of Respondents	Percentage
1	Yes	92	92%
2	No	8	8%
	Total	25	100%



The above table shows 92% of the respondents tell that they inform the candidates about the career path and growth during interview process. 8% of the respondents tell that they don't inform the candidates about the career path and growth during the interview process. Majority of the respondents tell that they inform the candidates about the career path and growth during interview process.

TABLE- 4.7
THE ACTION TAKEN TO FACE RECRUITMENT DIFFICULTIES.

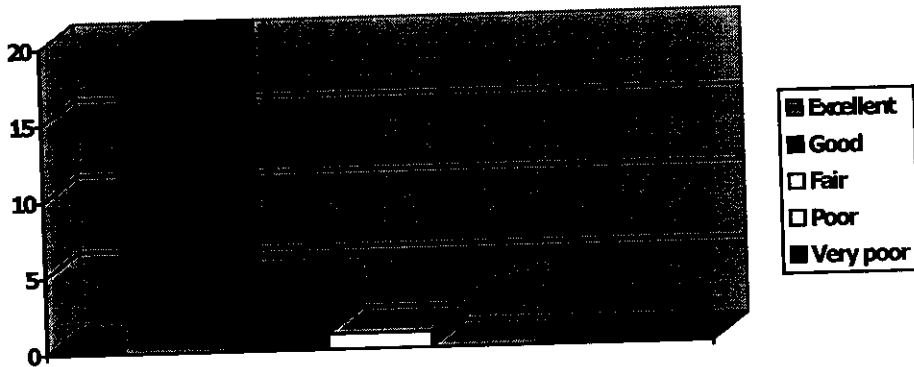
S.No	Option	No. of Respondents	percentage
1	Increased recruitment efforts	56	56%
2	Recruitment from non-traditional sources	16	16%
2	Improved pay and condition	8	8%
4	Retain existing staff	20	20%
	Total	100	100%

The above table shows 56% of the respondents tell that they should increase their recruitment efforts to face the difficulties.16% of the respondents tell that they should recruit from non-traditional sources to face the problem of difficulties.8% of the respondents tell that they should improve pay and condition to face the problem of difficulties.20% of the respondents tell that they should retain existing staff to face the problem of difficulties. Majority of the respondents have told that should increase their recruitment efforts to face the difficulties.

TABLE- 4.8

THE EFFECTIVENESS OF OVERALL RECRUITMENT STRATEGY.

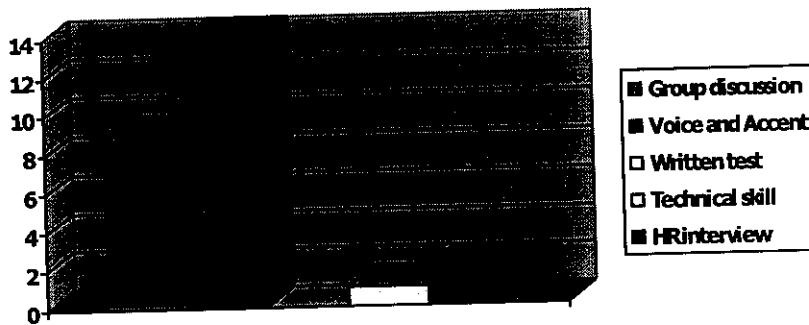
S.No	Effectiveness	No. of Respondents	%
1	Excellent	80	80%
2	Good	16	16%
3	Fair	4	4%
4	Poor	0	0%
5	Very poor	0	0%
	Total	100	100%



The above table shows 80% of the respondents have ranked Excellent for the overall recruitment strategy of the company.16% of the respondents have ranked Good for the overall recruitment strategy of the company.4% of the respondents have ranked Fair for the overall recruitment strategy of the company. Majority of the respondents have ranked Excellent for the overall recruitment strategy of the company

TABLE- 4.9
THE CRITICAL ROUND WHERE MOST OF THE CANDIDATES ARE SCREENED OUT.

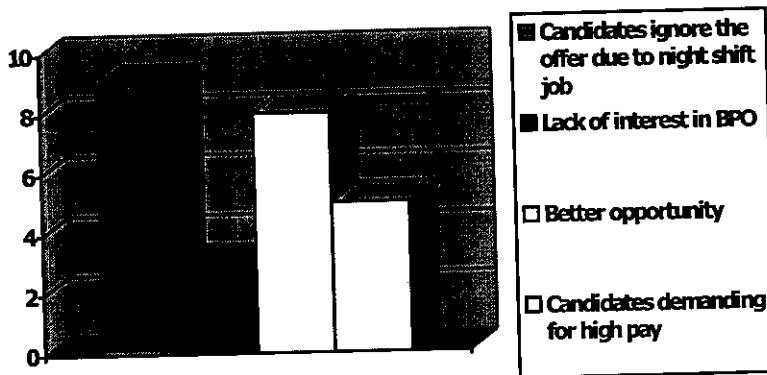
S.No	Rounds	No. of respondents	Percentage
1	Group discussion	36	36%
2	Voice and Accent	56	56%
3	Written test	0	0%
4	Technical skill	10	4%
5	HR interview	20	8%
	Total	100	100%



The above table shows 36% of the respondents tell that most of the candidates are screened out in the Group discussion round. 56% of the respondents tell that most of the candidates are screened out in the voice and accent round. 4% of the respondents tell that most of the candidates are screened out in the technical round. 8% of the respondents tell that most of the candidates are screened out in the HR interview round. Majority of the respondents tell that most of the candidates are screened out in the voice and accent round.

TABLE- 4.10
THE PROBLEM FACED BY THE RECRUITER IN PLACING THE CANDIDATES.

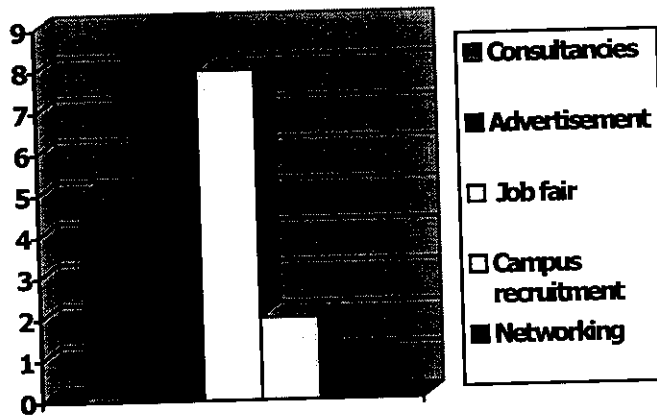
S.No	Reason	Total No. of Respondents	%
1	Candidates ignore the offer due to night shift job	36	36%
2	Lack of interest in BPO	12	12%
3	Better opportunity	32	32%
4	Candidates demanding for high pay	20	20%
	Total	25	100%



The above table shows 36% of the respondents tell that they face problem in recruiting since the candidates ignore the offer due to night shift job.12% of the respondents tell that they face problem in recruiting since the candidates have lack of interest in BPO.32% of the respondents tell that they face problem in recruiting since the candidates get better opportunity elsewhere.20% of the respondents tell that they face problem in recruiting since the candidates demand for high pay. Majority of the respondents tell that they face problem in recruiting since the candidates ignore the offer due to night shift job.

TABLE- 4.11
URGENT REQUIREMENT OF CANDIDATES

S.No	Rounds	No.of respondents	Percentage
1	Consultancies	20	20%
2	Advertisement	36	36%
3	Job fair	32	32%
4	Campus recruitment	8	8%
5	Networking	4	4%
	Total	100	100%

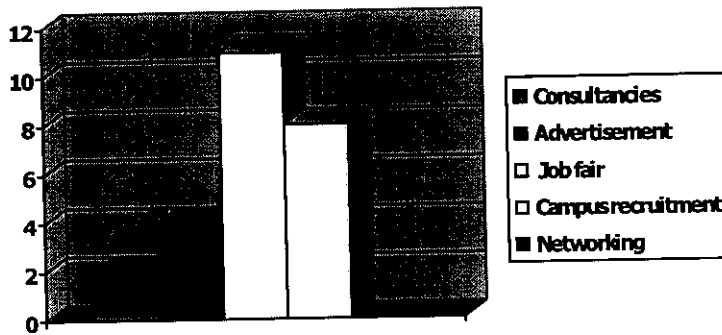


The above table shows 36% prefer advertisement as the right source during Urgent requirement.32%prefer job fair as the right source of recruitment.20% feel consultancies are the best way of recruiting candidate during urgent requirement

TABLE- 4.12

SOURCE THROUGH WHICH THE BEST SUITABLE CANDIDATES ARE RECRUITED FOR A TSO (TECHNICAL SUPPORT OFFICER) POSITION.

Sno.	Rounds	No.of respondents	Percentage
1	Consultancies	8	8
2	Advertisement	16	16
3	Job fair	44	44
4	Campus recruitment	32	32
5	Networking	0	0
	Total	100	100

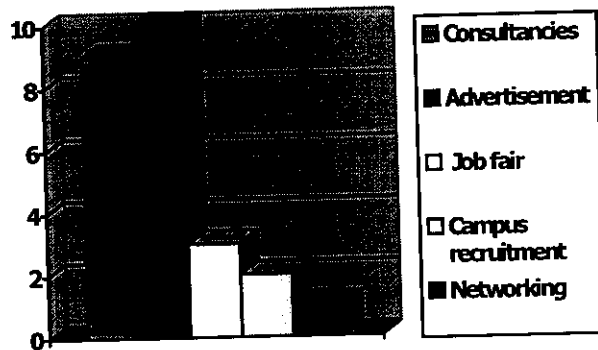


The above table shows 44% of the respondents think that the technically equipped candidates can be hired from job fair where people from all departments come in. 32% feel that campus recruitment is the right way of recruiting technical candidates. 16% of technical candidates are got through advertisements

TABLE- 4.13

SOURCE THROUGH WHICH THE BEST SUITABLE CANDIDATES ARE RECRUITED FOR A CSE (CUSTOMER SUPPORT EXECUTIVE) POSITION.

S.No.	Rounds	No.of respondents	Percentage
1	Consultancies	36	36
2	Advertisement	40	40
3	Job fair	12	12
4	Campus recruitment	8	8
5	Networking	4	4
	Total	100	100

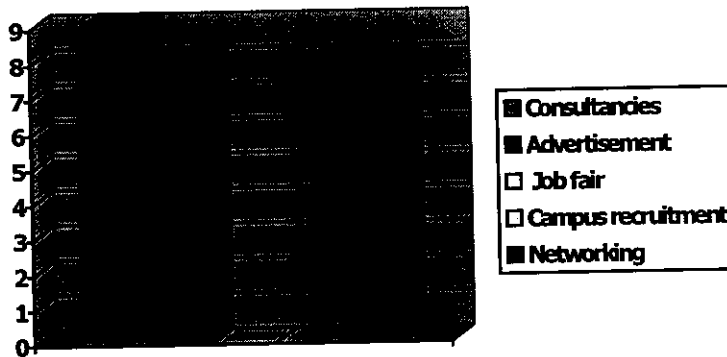


The table shows that 40% of recruiters feel that advertisement is the right source of filling the non-technical vacancy. A Consultancy also forms a good source of recruiting non-technical candidates.

TABLE- 4.14

SOURCE THROUGH WHICH THE BEST SUITABLE CANDIDATES ARE RECRUITED FOR A TL (TEAM LEADER) POSITION.

S.No.	Rounds	No.of respondents	Percentage
1	Consultancies	36	36
2	Advertisement	32	32
3	Job fair	0	0
4	Campus recruitment	0	0
5	Networking	32	32
	Total	100	100



The above table shows that consultancy is a fine way of recruiting TL's (team leaders). Advertisement and Networking also play a important role in recruitment.

CHAPTER V

FINDINGS

- ✓ 72% of the respondents tell that lack of applicants with required skill is the major factor for recruitment difficulties.
- ✓ 56% of the respondents tell that the training given to them is good.
- ✓ 88% of the respondents tell that they tell the candidates about the compensation during the interview process.
- ✓ 92% of the respondents tell that they inform the candidates about the career path and growth during interview process.
- ✓ 56% of the respondents tell that they should increase their recruitment efforts to face the difficulties
- ✓ 80% of the respondents have ranked Excellent for the overall recruitment strategy of the company
- ✓ 56% of the respondents tell that most of the candidates are screened out in the voice and accent round.
- ✓ 36% of the respondents tell that they face problem in recruiting since the candidates ignore the offer due to night shift job.
- ✓ 36% prefer advertisement as the right source during Urgent requirement
- ✓ 44% of the respondents think that the technically equipped candidates can be hired from job fair where people from all departments come in.
- ✓ 40% of recruiters feel that advertisement is the right source of filling the non-technical vacancy.
- ✓ Consultancy is a fine way of recruiting TL's (team leaders). Advertisement and Networking also play a important role in recruitment.

SUGGESTIONS

- ✓ The company needs to recruit high quality staff with the right skills on the appropriate contracts to deliver the key objectives of the position and organization.
- ✓ It needs to ensure that equality of opportunity is considered as an integral part of recruitment practice, thus encouraging diversity.
- ✓ The major issue due to which candidates are skeptical joining the company is the bond problem. The company has to take more steps in being lenient to the candidates on bond issues.
- ✓ The company has to ensure that recruitment is fair, efficient and cost-effective.
- ✓ Facilitate and encourage Best Practice by training those involved to follow a structured and systematic process of selection.
- ✓ Continuously monitor, review and improve the recruitment process in the light of experience and information obtained from those involved in the process.

CHAPTER VI

CONCLUSION

The study has concentrated on the recruitment process of Sutherland Global Services, The study has been conducted only for the recruitment of level 1 and level 2 class of employees and is confined only to the Nungabakkam branch. The company seems to be moving it right lines as far as its recruitment strategy is concerned. However a few drawbacks were found and remedies are suggested. Since the company is at its early stages and since recruitment is carried out on a mass scale it becomes important to concentrate on this aspect. With these objectives in mind the study has been conducted.

APPENDICES

APPENDICES

QUESTIONNAIRE

NAME:

QUALIFICATION:

MARITAL STATUS: SINGLE MARRIED

GENDER: M F

ADDRESS:

E-MAIL ID:

CONTACT N:

DESIGNATION:

1. Your experience in Sutherland Global Services?

2.. What factors have caused your recruitment difficulties (if any)? Rank

Lack of applicants

Lack of applicants with required work experience

Lack of applicants with required skills

Other employers offering higher wages

Job pays low salary

3. Is your team members trained well to facilitate the recruitment process

Ineffectively

Effectively

Comments: _____.

4. What are the recruitment sources that you are looking for? Rank the sources?

Recruitment	Ranking
1. Advertisement	
2. Employee reference	
3. Campus recruitment	
4. Job sites	
5. Networking	
6. Walk-in-interview	
7. Job fair	
8. I.J.P	
9. Consultancy	

5. State the reason for using the various sources?

Recruitment	Reasons
1. Advertisement	
2. Employee reference	
3. Campus recruitment	
4. Job sites	
5. Networking	
6. Walk-in-interview	
7. Job fair	
8. I.J.P	
9. Consultancy	

6. Which media do you prefer for Advertisement? Please specify (e.g., Newspaper-The Hindu).

Media	Name and schedule of AD.

7. What is the minimum expectation you have from candidate?

Comments: _____.

8. Please specify the type of colleges you choose for campus recruitment? .

College Type	College Name

9. Which job sites do you prefer to get the candidates? Rank.

Job Sites	Ranking
1.Naukri	
2.Monster	
3.Times jobs	
4.Jobs ahead	
5.Others (please specify)	

10. Name the consultancies do you rely on for the recruitment of candidates?

1.
2.
3.
4.
5.

11. Specify the pitfalls of each source of recruitment.

Recruitment Source	Reason
1.	
2.	
3.	
4.	
5.	

12. Do you plan to tell the candidates during the time of inter view the compensation that they will receive?

Yes

No

13. Will you make your career path and growth prospects known to the candidates?

Yes

No

14. Please indicate the type of jobs that you have experienced difficulty in recruitment in, also indicate the reason for difficulty.

Job designation	Reason
1.	
2.	
3.	
4.	

15. What action have you taken as a result of recruitment difficulty?

- Increased recruitment efforts
- Recruitment from non-traditional sources
- Improved pay and condition
- Retained existing staff

16. How long does it take to fill a role?

Comments: _____

17. Typically how many candidates are interviewed for a role?

Comment: _____

18. What is your recruitment Budget per month?

Comment: _____